# SELLING THE RPMP (AND THE PLANNER)

# Purpose

- This presentation will remove some of the myths and wonderment about master planning and its value as a management tool.

- Discussion will revolve around the value of visioning, the many hats of the planner, the need to make the plan relevant, and how the master planner makes this all happen.

- In other words – How to sell the Master Plan

# MASTER PLANNING - MAGIC

- Stir the Souls and Imagination

*"Make no small plans for they have no power to stir men's souls probably themselves will not be realized. Make big plans; aim hope and work remembering that a noble logical diagram once will never die; long after we are gone it will be a living thing, as itself with ever growing insistency."* Daniel Burnham, 1910

- Think beyond the known, venture outside the "box"
- Provide visioning that evokes emotion….and action
- Achieve trust of and buy-in by the stakeholders

# MASTER PLANNING

## The Guiding Light – Vision and Planning

- Establish a vision and the plan will follow.
- Vision must be believable, sellable, doable, and igniti
- Planning maps vision, but also must be relevant to accomplishing today's missions.
- Quality planning guides decisions for long term impr and effectiveness. A plan is either realized or lost wi and every decision.
- Plans are no substitute for action; a plan provides the on which to base action.

# MASTER PLANNING

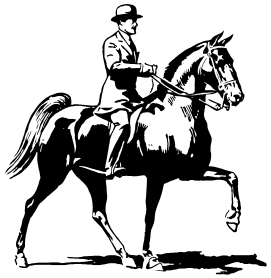
## Concepts to Concrete: Vision-Plan-Action

- **Vision** is achieved through planning of actionable activities.

- **Planning** should think PROCESS,i.e., comprehensive planning process, real estate mgmt, design, construction, phasing, and methods.

- **Action** may be incremental. Implementing the plan is generally
  incremental, but holistic in nature.

# MASTER PLANNER
## The Magician and His Hats



- The Texan
  - Think Big
  - Think Positively
  - Be Friendly
- The Painter [Artist]
  - Sketch ideas first
  - Consider all the colors available
  - Don’t overmix colors
  - Compose and frame the final composition

- The Builder
  - Establish a working network of people and inform
  - Know what it takes to put it in the ground
  - Use shiny new shovels

# MASTER PLANNER
## The Magician and His Hats

- The Car Salesman [Politician]
  - Know your business and that of your custo
  - Recognize and help customers define need
  - Kick the tires for the customer
  - Know where the money is

- The Evangelist
  - Believe
  - Deliver the message and don't forget to pass the
  - Get people to move to the front rows

- The Olympian
  - Recognize your strengths and weaknesses
  - Carry the torch

# MASTER PLANNER
## The Magician and His Hats

- The **Magician**
  - Magic is skill, experience & finesse
  - Planning is skill, experience & finesse
  - Keep the crystal ball polished, for clear vision
  - Wow the audience; make it look easy

# MASTER PLANNING - MISSION

No installation real property master plan will be succ
if it is not relevant to the installation's current force a
achieving its missions while preparing the installation
the challenges of the future force.

# MASTER PLANNING
## Its Value – Arguments

### The Argument

- It costs too much
- It takes too long
- There are too many unknowns

- It's pie-in-the-sky
- We won't be here to see it

- This is the way it's always been done. Why change?
- The money could better be used for building or building maintenance

### The Counter Argument

- It costs too much not too
- The results last a long time
- Examine "what-ifs" and specify assumptions
- It defines the vision for the future
- Think beyond today. It's a plan for the future
- The world changes, the Army changes, so must installations to stay relevant
- Failure to plan leads to failure

# MASTER PLANNING
## Dollars and Sense

- The real strength of a plan cannot be judged today, i
determined by tomorrow's actions.

- Good planning leads to:
  - Informed decision-making
  - Wise allocation of resources
  - Limits costly mistakes
  - Capitalizes on installation capabilities (current and future)
  - Ties dollars to development
  - Choreographs environmental, economic, physical, function
    and political feasibility of actions
  - Shows "What's in it for Me?"

# MASTER PLANNING MARKETING

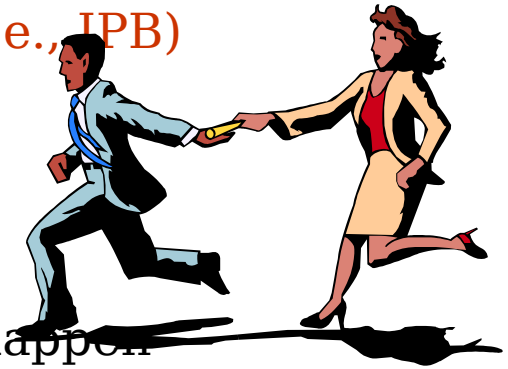
- **A GOOD PLAN IS LIKE MONEY IN THE BANK.**

No plan is effective if people don't want it and believe in it. Ther
a primary responsibility of the master planner is to sell the plann
and the value of the process in making informed decisions and p

- Selling
  - Sells solutions for both today and the future
  - Sells the installation **VISION**
- Stakeholders
  - The customers – Will they recognize/believe/support it?
  - The funders – Will they put money to develop and maintain it?
  - The developers – Is it buildable?
  - The politicians – Does it demonstrate a logical/supportable path fo
    installation development?

# MASTER PLANNING
## The Magic of Planning

- Team Building
  - Breaking down barriers
  - Know positions and potentials
  - Many players but one team – consensus
  - Synergy
- The Juggling Act
  - Participants, Priorities, Projects
  - The Real Property Planning Board
  - Inform/advise Strategic Planning Boards (i.e., IPB)
- Levitation
  - Highlight progress and success
  - Give away the plan
  - Keep selling and reselling the plan
  - Pull the rabbit from the hat – Miracles do happen



- Success – Plan Implementation

# …A GOOD PRODUCT AND PROCESS IS EASYTO SELL.

# HOW DOES ARMY SELL ITS VISION & PLANS?

# REAL PROPERTY PLANNING BOARD

- Understanding Army Planning  objectives
- RPPB organization and responsibilities
- RPPB composition
- Meetings
- Influence and follow-up

# ARMY PLANNING

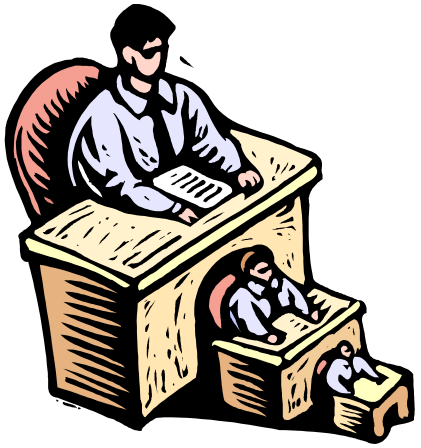
- Mission
- Operational
- Training
- Production
- Materiel Development
- Materiel Handling/Storage
- HQDA Planning
- And many more…

# RPPB RESPONSIBILITIES

- Monitor development of RPMP
- Ensure all facility rqmts. are addressed
- Ensure RPMP reflects mission changes
- Ensure RPMP plans for growth or reduction
- Approves facility sitings
- Recommends RPMP approval to CDR and IMA/MACOM
- Ensure-compliance with IDG
- Addresses funding rqmts. to maintain RPMP
- Approves & prioritizes construction program
- SHOULD ALSO MANAGE FACILITY UTILIZATION

# RPPB COMPOSITION

COMMANDER -CHAIRPERSON



<u>Voting</u>:

- DPW – Executive Secretary
- Each major unit/organization
- Tenants, Reserve Components

<u>Non-Voting</u>:

- IMA Regional Representative
- MACOM Representative
- Corps of Engrs. Div. or Dist.
- Reps. of nearby installations

<u>May invite</u>:

Local/regional planners

# RPPB MEETINGS

- Meet 2 times/year minimum (Std.)
- DPW – Prepares Minutes
- Approves
  - All RPMP components
  - Construction program
  - Other items
  - STRONGLY RECOMMEND FACILITY SPACE UTILIZATION
- Planning sub-boards – Optional *(but highly recommended, RPPB Coordinating Committees to meet monthly, quarterly, etc.)*

# PREPARING FOR MEETING

- Agenda items
- Appropriate format
- Pre-brief DPW
- Pre-brief Command Group/RPPB Chair
- Coordinate agenda
- Prepare audiovisuals
- Prepare narrative
- Publish read-aheads (*critical to facilitating meeting*)
- REHEARSE, REHEARSE, REHEARSE!

# SETTING AND LOGISITICS

- Comfortable, large conference room
- Coffee/water (*optional*)
- Time; At Chair's convenience, try for mid - a.m.

or

mid-p.m.

- Nameplates
- Seating protocol
- Have back-up there
- Good maps/graphics
- "Be Prepared"

# PERSONAL PRESENTATION

- Friendly/businesslike
- “Better an hour early than ten seconds late.”
- Dress professionally
- Eye contact
- Modulate. Speak clearly.
- No technical language or acronyms.
- Relaxed, positive posture
- Listen. Listen. Listen!!
- Promise answers by close of business:_____

# MEETING OPENING

- Introductions all-around
- Collect/hand out attendance list
- Restate the purpose of the RPPB
- Introduce the day’s agenda
- Reinforce Customer ownership of RPMP

# RPPB BUSINESS SESSION

- RPMP Status (clearly separate info-only from decisions-needed)
- Future actions, project updates, studies
- If MILCON, address closest FY first
- Set periods when floor is open
- Invite others to present

# RPPB CLOSING

- Recap all decisions, directives
- Poll for last minute items
- Invite members to call or come in
- Offer post-meeting briefings
- Thank everyone for attendance
- Chair may make closing remarks

# INFLUENCE AND FOLLOW-UP

- Beforehand, know how decisions will go
- Pre-brief and pre-coordinate
- No “surprises”
- Send out DPW-appvd. minutes promptly
- Provide answers to questions ASAP

# SELLING THE PLANNER

- Match military & senior mgrs. standards of dress and conduct.
- Professional & Competent
- Friendly, businesslike manner
- Listen, Listen and Listen!

# FORMAL TRAINING

- RPMP Applied Skills
- Real Property Skills
- Water Resources Course
- DD 1391 Prep.
- DD 1391 Processor
- Environmental Courses
- Effective Business Writing
- Graphics
- Urban/Community Planning
- Preservation Planning
- Geospatial Technology
- Site Design & Planning
- Etc.

- Verbal Presentation
- CADD Courses
- Contract Management
- AMSC "Sustaining Base Leadership & Mgmt."

# OTHER TRAINING

- Developmental Assignments
- Self-Development (e.g., MURP, MPA, etc.)
- PROSPECT Instructored Training

# PROFESSIONAL SOCIETIES

- A.P.A. (American Planning Association)
- A.I.C.P. Certified Planner (American Institute of Certified Planners)
- Other societies (e.g., AIA, NSPE, ICMA, IFMA, SAME, etc.)
- Professional License

# COMMUNICATIONS

- Essential skills:
  - Writing (*Always have an editor*)
  - Verbal
- Give new staff members experience
- Canned briefings
- DOIM-approved Web pages
- DPW Digest
- RPMP Newsletter
- Large wall maps & posters
- Videotapes
- Local newspaper articles (w/PAO)
- “Visions”
- ACOE competition
- Design Awards

# OFFICE PRACTICE

- “First impressions are lasting”
- Treat customers as you would like to be treated
- Cross-train staff to answer any question
- Greet customers immediately
- Introduce customers if appropriate
- Escort them if they need other office
- Offer refreshments
- Isolate conversations from office work, phones
- Have excellent, fingertip access files (mostly electronic)
- Be able to provide hard copy to customers

# OFFICE APPEARANCE, DECOR

- Good office appearance helps sell **profession**
- Color, furnishings, low partitions, plants
- Visual harmony between workspaces
- Business-related wall hangings
- Self-help improvements if required
- Comfortable cloak and waiting area
- Reflect ISR, ACOE, IDS standards
- Corps District has interior designers
- **NEATNESS COUNTS**

# ARMY CUSTOMS, TERMS

- "Know the Customer"
- Ask member of military for instruction
- Use Army rank & decoration posters
- Read "Soldier" and "Army" periodicals
- Goal: Translate to civilian terminology

# COMMAND GROUP PROTOCOL

- Commander is totally responsible
- Planner is there to inform, educate and **advise**
- Don't lecture or tutor unless asked; then do quickly
- If problem is stated, also recommend solutions
- Near-term preferred to long-term
- Always check through DPW (& IMA)
- Have military member along
- Explain concepts using analogies, similes, antecdotes, etc.
- Keep visits short and to the point
- Understand what you have been told to do
- Make sure command group has understanding

# VISITS, CONTACT WITH OTHERS

- Get out of the office often as possible
- Planning community is knowledge base
- IMA Region/MACOM visits
- Corps of Engineers divisions & districts
- Local and regional planners
- Military customers on installation

# VISITS TO CUSTOMERS, PROTOCOL

- Always schedule date and time
- Never just drop in or be late
- Check in at headquarters first
- Prepare any briefings in advance, to the point
- If seeking information, explain exactly what is needed, why, who will use it.
- Check out through headquarters
- Always thank hosts

# SUMMARY

- Good Product + Good Process = Easy Sale
- Long-range is hardest to sell w/o **VISION**
- People-orientation means constant selling
- Sell the RPMP and the planning staff w/ **PROFESSIONAL COMPETENCE**
- RPPB is "first customer"
- Know/understand military customers
- Seek training, professional advancement
- Publicize accomplishments
- **1st** impressions are lasting: **IMAGE COUNTS**

- **Planning is a PROFESSION w/ specific education, skill sets, and experience required! Being just a programmer no longer qualifies!**